

LCBO

Let's get together

DATE: WEDNESDAY FEBRUARY 24TH, 2016
TO: RESPONDENTS
FROM: PROCUREMENT & CONTRACT MANAGEMENT DEPARTMENT
SUBJECT: RFP 2016-009
REAL ESTATE PROPERTY DISPOSITION VENDOR OF RECORD (VOR)

The Liquor Control Board of Ontario invites Respondents to submit proposals for the provision of **REAL ESTATE PROPERTY DISPOSITION VENDOR OF RECORD (VOR)** (the "Project").

Responses should be submitted in a sealed package clearly marked as follows:

RFP 2016-099

Liquor Control Board of Ontario
Procurement & Contract Management Department
1 Yonge Street, Suite 1404
Toronto, ON M5E 1E5

Attn: Tonia Edwards, Procurement Coordinator

In the interests of a timely and fair process, late Responses will not be considered and will be returned unopened. In order to be considered, all Responses must be signed and received on time no later than 2:00:59 p.m. Toronto time Wednesday April 6th, 2016.

All general enquiries should be directed by fax or email to the attention of Tonia Edwards, LCBO Procurement & Contract Management Department at tonia.edwards@lcbo.com. Enquiries will not be accepted after Wednesday March 16th, 2016.

Lowest Response will not necessarily be accepted. LCBO may reject any and all responses, and may not award any contracts under this RFP.

The LCBO expects all suppliers to adhere to the LCBO's Supplier Code of Business Conduct ("Supplier Code"), which is available at [LCBO Supplier Code of Business Conduct – English/LCBO Supplier Code of Business Conduct - French](#). The Supplier Code sets out principles applicable to all suppliers (including both suppliers of beverage alcohol products and suppliers of non-alcohol goods or services) that wish to establish and maintain a business relationship with the LCBO.

Thank you.
Procurement & Contract Management Department

LCBO

Request for Proposals

For

Real Estate Services

Request for Proposals No.: **2016-009**

Issued: **Wednesday February 24th, 2016**

Submission Deadline: **Wednesday April 6th, 2016 at 2:00:59 pm, Toronto time**

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PART 1 – INTRODUCTION

1.1 Invitation to Respondents

This Request for Proposals (the “RFP”) is an invitation by the Liquor Control Board of Ontario (the “LCBO”) to prospective respondents to submit a proposal for the provision of **Real Estate Services**, as further described in Appendix A – Project Requirements (the “**Deliverables**”).

The LCBO is a Crown corporation established under the provisions of the *Liquor Control Act*, RSO 1990, c. L18. The LCBO’s purposes include the control, distribution and sale of beverage alcohol in a socially responsible manner in the Province of Ontario.

The LCBO is a corporation that is wholly owned by the Province of Ontario. Additional information about the LCBO is available on the LCBO website at www.LCBO.com.

1.2 Type of Contract for Deliverables

The selected respondent will be requested to enter into negotiations to finalize an agreement with the LCBO for the provision of the Deliverables described in Appendix A to the RFP. The LCBO intends to enter into an agreement substantially upon the terms and conditions in Appendix E to the RFP with only one (1) legal entity. The term of the agreement is to be for a period of **five (5) years**, commencing upon a date to be determined by the LCBO, with up to **two (2)** options in favour of the LCBO to extend the agreement on the same terms and conditions for an additional term of up to **one (1) year**. It is anticipated that the term of the agreement will commence on or around **May 1st, 2016**. Respondents should note that the LCBO will also have an option to cancel the agreement for convenience upon thirty (30) days prior written notice to the successful respondent.

1.3 No Guarantee of Volume of Work or Exclusivity of Contract

The LCBO makes no guarantee of the value or volume of work to be assigned to the successful respondent. The Agreement to be negotiated with the selected respondent will not be an exclusive contract for the provision of the described Deliverables. The LCBO may contract with others for the same or similar Deliverables to those described in the RFP or may obtain the same or similar Deliverables internally.

1.4 Timetable and Submission Instructions

Respondents should submit their proposals according to the following timetable and instructions.

1.4.1 Timetable

“Deadline for Questions”	Wednesday March 16 th , 2016
“Submission Deadline”	Wednesday April 6 th , 2016 at 2:00:59 pm, Toronto time
“Rectification Period”	Four (4) Business Days

For the purposes of this RFP, “**Business Day**” means any working day between 8:00 a.m. and 4:00 p.m., Monday to Friday inclusive, but excluding statutory and other holidays on which the LCBO has elected to be closed for business.

The RFP timetable is tentative only, and may be changed by the LCBO at any time.

1.4.2 LCBO Contact

For the purposes of this procurement process, the “LCBO Contact” shall be:

Tonia Edwards, Procurement Coordinator

Email Address: tonia.edwards@lcbo.com

1.4.3 Proposals Should Be Submitted in Prescribed Manner

Respondents should submit **three (3)** hard copies and **one (1)** electronic copy (USB) in Microsoft Word format for their proposal in a sealed package.

In the event of a conflict or inconsistency between the hard copy and the electronic copy of the proposal, the hard copy of the proposal shall prevail.

Respondents should submit the Fee Schedule in a separate sealed envelope.

Proposals should be prominently marked with the RFP title and number (see RFP cover), with the full legal name and return address of the respondent.

1.4.4 Proposals Must Be Submitted on Time at Prescribed Location

Proposals must be submitted at the location set out below on or before the Submission Deadline. Proposals submitted after the Submission Deadline will be rejected.

Proposals must be submitted at:

**Liquor Control Board of Ontario
Procurement & Contract Management Department
1 Yonge Street, Suite 1404
Toronto, ON M5E 1E5**

1.4.5 Withdrawing Proposals

At any time throughout the RFP process, a respondent may withdraw a submitted proposal. To affect a withdrawal, a notice of withdrawal must be sent to the LCBO Contact and must be signed by an authorized representative of the respondent. The LCBO is under no obligation to return withdrawn proposals.

[End of Part 1]

PART 2 – EVALUATION OF PROPOSALS

2.1 Overview of Proposal Evaluation

The LCBO will conduct the evaluation of proposals in the following stages:

2.1.1 Stage I – Mandatory Requirements

Stage I will consist of a review to determine which proposals comply with all of the mandatory requirements as set out in Appendix B. Proposals failing to satisfy the mandatory requirements as of the Submission Deadline will be provided an opportunity to rectify any deficiencies. The LCBO is under no obligation to notify a respondent of any deficiencies. Proposals failing to satisfy the mandatory requirements within the Rectification Period will be excluded from further consideration. The Rectification Period will begin to run on the date that the LCBO issues its rectification notice to the respondent and expires at 3:00 p.m. on the last day of the Rectification Period. A rectification notice sent to the respondent by electronic mail or facsimile is deemed to be issued on the day that it is sent. If the rectification notice is sent after the end of a Business Day or on a day that is not a Business Day, then the rectification notice is deemed to be issued on the next following Business Day.

Proposals satisfying the mandatory requirements during the Rectification Period will proceed to Stage II. Proposals failing to satisfy the mandatory requirements will be excluded from further consideration.

2.1.2 Stage II – Evaluation of Technical Criteria

Stage II will consist of a scoring by the LCBO of each qualified proposal on the basis of the rated criteria. Respondents should refer to Appendix B for a breakdown of the Rated Criteria.

Respondents **must attain** a minimum overall score of **50 points** out of a possible **80 points** in order for their Response to move to Stage 3. Those Responses that do not attain the minimum score will not be evaluated further.

2.1.3 Stage III – Evaluation of Pricing

Stage III will consist of a scoring of the pricing submitted. The evaluation of price will be undertaken after the evaluation of mandatory requirements and any rated criteria has been completed. Pricing will be scored based on a relative pricing formula using the rates set out in the Rate Bid Form.

Notwithstanding the point scoring threshold set out in Section 2.1.2 Stage II – Evaluation of Technical Criteria of this RFP, if no Respondents advanced to Stage III – Evaluation of Pricing of the evaluation process the LCBO reserves the right to reduce the point scoring threshold to **40 points out of a possible 80 points** and move those Responses to Stage III, from highest scoring to lowest scoring in sequence, that meet the reduced threshold.

Each respondent will receive a percentage of the total possible points allocated to price for the particular category it has bid on by dividing that respondent's price for that category into the lowest bid price in that category. For example, if a respondent bids \$120.00 for a particular category and that is the lowest bid price in that category, that respondent receives 100% of the possible points for that category ($120/120 = 100\%$). A respondent who bids \$150.00 receives 80% of the possible points for that category ($120/150 = 80\%$), and a respondent who bids \$240.00 receives 50% of the possible points for that category ($120/240 = 50\%$).

Lowest rate

_____ x Total available points = Score for proposal with second-lowest rate
Second-lowest rate

Lowest rate
————— x Total available points = Score for proposal with third-lowest rate
Third-lowest rate

And so on, for each proposal.

2.1.4 Cumulative Score

At the conclusion of Stage III, all scores from Stage II and Stage III will be added and the highest ranking respondent will be selected for contract negotiations in accordance with Part 3 -Terms and Conditions of the RFP Process.

2.2 Tie Score

In the event of a tie score, the selected respondent will be determined by way of a coin toss.

[End of Part 2]

PART 3 – TERMS AND CONDITIONS OF THE RFP PROCESS

3.1 General Information and Instructions

3.1.1 Respondents to Follow Instructions

Respondents should structure their proposals in accordance with the instructions in the RFP. Where information is requested in Appendix B, any response made in a proposal should reference the applicable section numbers of the RFP where that request was made.

3.1.2 Proposals in English

All proposals must be in English only.

3.1.3 LCBO's Information in RFP Only an Estimate

The LCBO and its advisers make no representation, warranty or guarantee as to the accuracy of the information contained in the RFP or issued by way of addenda. Any quantities shown or data contained in the RFP or provided by way of addenda are estimates only and are for the sole purpose of indicating to respondents the general size of the work. It is the respondent's responsibility to avail itself of all the necessary information to prepare a proposal in response to the RFP.

3.1.4 Respondents Shall Bear Their Own Costs

The respondent shall bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations. The LCBO will not be liable for any expenses, costs, losses or any direct or indirect damages incurred or suffered by a respondent as a result of participating in or otherwise in connection with, the RFP.

3.2 Communication after Issuance of RFP

3.2.1 Respondents to Review RFP

Respondents shall promptly examine all of the documents comprising the RFP, and

- (a) shall report any errors, omissions or ambiguities; and
- (b) may direct questions or seek additional information

in writing by email to the LCBO Contact on or before the Deadline for Questions. All questions submitted by respondents by email to the LCBO Contact shall be deemed to be received once the email enters into the LCBO Contact's email inbox. No such communications are to be directed to anyone other than the LCBO Contact. The LCBO is under no obligation to provide additional information.

It is the responsibility of the respondent to seek clarification from the LCBO Contact on any matter it considers to be unclear. The LCBO shall not be responsible for any misunderstanding on the part of the respondent concerning the RFP or its process.

3.2.2 All New Information to Respondents by Way of Addenda

The RFP may be amended only by an addendum in accordance with this section. If the LCBO, for any reason, determines that it is necessary to provide additional information relating to the RFP, such information will be communicated by addenda. Each addendum forms an integral part of the RFP.

Such addenda may contain important information, including significant changes to the RFP. Respondents are responsible for obtaining all addenda issued by the LCBO. In the Submission Form (Appendix C), respondents should confirm their receipt of all addenda by setting out the number of each addendum in the space provided.

3.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If any addendum is issued, the LCBO may at its discretion extend the Submission Deadline for a reasonable amount of time.

3.2.4 Verify, Clarify and Supplement

When evaluating responses, the LCBO may request further information from the respondent or third parties in order to verify clarify or supplement the information provided in the respondent's proposal. The LCBO may revisit and re-evaluate the respondent's response or ranking on the basis of any such information.

3.2.5 No Incorporation by Reference

The entire content of the respondent's proposal should be submitted in a fixed form. The content of websites or other external documents referred to in the respondent's proposal will not be considered to form part of its proposal.

3.2.6 Proposal to Be Retained by the LCBO

The LCBO is not required to return the proposal or any accompanying documentation submitted by a respondent.

3.3 Negotiations, Notification and Debriefing

3.3.1 Selection of Top-Ranked Respondent

The top-ranked respondent, as established under Part 2 – Evaluation of Proposals, will receive a written invitation to enter into direct contract negotiations with the LCBO.

3.3.2 Timeframe for Negotiations

The LCBO intends to conclude negotiations with the top-ranked respondent within thirty (30) days commencing from the date the LCBO invites the top-ranked respondent to enter negotiations. A respondent invited to enter into direct contract negotiations should therefore be prepared to provide requested information in a timely fashion and to conduct its negotiations expeditiously.

3.3.3 Process Rules for Negotiations

Any negotiations will be subject to the process rules contained in this Part 3 – Terms and Conditions of the RFP Process and the Submission Form (Appendix C) and will not constitute a legally binding offer to enter into a contract on the part of the LCBO or the respondent. Negotiations may include requests by the LCBO for supplementary information from the respondent to verify, clarify or supplement the information provided in its proposal or to confirm the conclusions reached in the evaluation, and may include requests by the LCBO for improved pricing from the respondent.

3.3.4 Terms and Conditions

The terms and conditions found in Appendix E shall form the starting point for negotiations between the LCBO and the selected respondent.

3.3.5 Failure to Enter Into Agreement

Respondents should note that if the parties do not execute a contract within the allotted thirty (30) days, the LCBO may, in its sole discretion (i) extend the time period for negotiating an agreement, (ii) invite the next-best-ranked respondent to enter into negotiations, or (iii) cancel the RFP process. In accordance with the process rules in this Part 3 – Terms and Conditions of the RFP Process and the Submission Form (Appendix C), there will be no legally binding relationship created with any respondent prior to the execution of a written agreement. With a view to expediting contract formalization, at the midway point of the above-noted

timeframe, the LCBO may elect to initiate concurrent negotiations with the next-best-ranked respondent. Once the above-noted timeframe lapses, the LCBO may discontinue further negotiations with the top-ranked respondent. This process shall continue until a contract is formalized, until there are no more respondents remaining that are eligible for negotiations or until the LCBO elects to cancel the RFP process.

3.3.6 Notification to Other Respondents

Once a contract is awarded respondents will be notified in the same manner that the RFP was posted.

3.3.7 Debriefing

Respondents may request a debriefing after receipt of a notification of the award of the contract. All requests must be in writing to the LCBO Contact and must be made within thirty (30) days of notification of award. The intent of the debriefing is to provide feedback of the respondent's proposal. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process.

3.4 Prohibited Communications and Confidential Information

3.4.1 Prohibited Respondent Communications

The respondent shall not engage in any Conflict of Interest communications and should take note of the Conflict of Interest declaration set out in the Submission Form (Appendix C). For the purposes of this RFP, "Conflict of Interest" shall have the meaning ascribed to it in the Submission Form (Appendix C).

3.4.2 Respondent Not to Communicate with Media

A respondent shall not at any time directly or indirectly communicate with the media in relation to the RFP or any contract awarded pursuant to the RFP without first obtaining the written permission of the LCBO Contact.

3.4.3 Confidential Information of LCBO

All information provided by or obtained from the LCBO in any form in connection with the RFP either before or after the issuance of the RFP

- (a) is the sole property of the LCBO and must be treated as confidential;
- (b) must not be used for any purpose other than replying to the RFP and the performance of any subsequent contract;
- (c) must not be disclosed without prior written authorization from the LCBO; and
- (d) shall be returned by the respondent to the LCBO immediately upon the request of the LCBO.

3.4.4 Confidential Information of Respondent

A respondent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the LCBO. The confidentiality of such information will be maintained by the LCBO, except as otherwise required by law (including, without limitation the requirements of the *Freedom of Information and Protection of Privacy Act*, as amended from time to time) or by order of a court or tribunal. Respondents are advised that their proposals will, as necessary, be disclosed on a confidential basis, to the LCBO's advisers retained for the purpose of evaluating or participating in the evaluation of their proposals. If a respondent has any questions about the collection and use of confidential information or personal information pursuant to the RFP, questions must be submitted to the LCBO Contact.

3.4.5 Inappropriate Conduct and Conflict of Interest

The LCBO may prohibit a respondent from participating in a procurement process based on past performance or based on inappropriate conduct in a prior LCBO procurement process. Inappropriate conduct includes but is not limited to the following: (i) the submission of a response to an LCBO procurement process containing misrepresentations or any other inaccurate, misleading or incomplete information; (ii) the refusal of the respondent to honour its pricing or other commitments made in its response to an LCBO procurement process; or (iii) any other conduct, situation or circumstance, as solely determined by the LCBO, that constitutes a Conflict of Interest.

The LCBO may also (i) disqualify a respondent for any conduct, situation or circumstance that constitutes a Conflict of Interest in respect of this RFP process, as solely determined by the LCBO; or (ii) in its sole discretion, waive a potential or actual Conflict of Interest, which waiver may be upon such terms and conditions as the LCBO, in its discretion, may require to satisfy itself that the Conflict of Interest has been appropriately managed, mitigated and minimized.

3.5 Procurement Process Non-binding

3.5.1 No Contract A and No Claims

The procurement process is not intended to create and shall not create a formal legally binding bidding process and shall instead be governed by the law applicable to direct commercial negotiations. For greater certainty and without limitation: (i) the RFP shall not give rise to any Contract A-based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and (ii) neither the respondent nor the LCBO shall have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, this RFP process, failure to award a contract or failure to honour a response to the RFP.

3.5.2 No Contract until Execution of Written Agreement

The RFP process is intended to identify prospective vendors for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service shall be created between the respondent and the LCBO by the RFP process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

3.5.3 Pricing Information

While the pricing information provided in responses will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the responses and the ranking of the respondents. Any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation, ranking or contract award.

3.5.4 Disqualification for Misrepresentation

The LCBO may disqualify the respondent or immediately terminate contract negotiations with a respondent if the respondent's response contains misrepresentations or any other inaccurate, misleading or incomplete information.

3.5.5 References and Past Performance

The LCBO's evaluation may include information provided by the respondent's references and may also consider the respondent's past performance on previous contracts with the LCBO or other institutions.

3.5.6 Cancellation

The LCBO may cancel or amend the RFP process without liability at any time.

3.5.7 Multiple Proposals

A respondent may not submit more than one proposal.

3.5.8 Litigation

The LCBO may, in its absolute discretion, reject a proposal if the respondent, or any officer or director of the respondent, is or has been involved within five (5) years of the issue date of the RFP, either directly or indirectly through another corporation, (i) in a legal action taken by the LCBO, any of its Board members, officers or employees in connection with any matters related to the LCBO, or (ii) in a legal action against the LCBO, any of its board members, officers or employees, in connection with any matter related to the LCBO, including without limitation, arising from the LCBO's exercise of its powers, duties or functions;

3.6 Governing Law and Interpretation

3.6.1 Governing Law

The terms and conditions in this Part 3 – Terms and Conditions of the RFP Process (i) are included for greater certainty and are intended to be interpreted broadly and separately (with no particular provision intended to limit the scope of any other provision); (ii) are non-exhaustive (and shall not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations); and (iii) are to be governed by and construed in accordance with the laws of the province of Ontario and the federal laws of Canada applicable therein.

[End of Part 3]

APPENDIX A – PROJECT REQUIREMENTS

1.0 INTRODUCTION

This Request for Proposals (“RFP”) is an invitation to interested vendors (“Respondents”) to submit Proposals (“Responses”) to the Liquor Control Board of Ontario (“LCBO”) for the provision of Real Estate Services (the “Project”).

This RFP is intended to assist Respondents in gaining an understanding of the LCBO’s requirements. However, each Respondent is responsible for verifying all the information required for its Response.

Please be advised that the LCBO is under no obligation to proceed with this Project after receiving and reviewing Responses, and that under no circumstances will any Respondent receive payment of any kind for submitting information in response to this RFP.

2.0 BACKGROUND

The LCBO’s Real Estate Department is responsible for the direction and execution of all corporate real estate activities for the LCBO, (“Real Estate Department”), as well as the administration of related financial and contractual obligations in support of the LCBO Corporate Strategic Plan, and the LCBO’s real estate property portfolio. The Real Estate Department acts as the LCBO’s main liaison with property owners; provincial and municipal government representatives; legal counsel and real estate agents relating to LCBO real estate holdings. For properties owned by the LCBO, this responsibility includes meeting property obligations and ensuring the fair and equitable valuation of such properties for the purpose of taxation, evaluation of best use, and disposition. In view of the LCBO’s accountability to the public, as a crown-owned corporation, a high degree of fairness and credibility is required in determining the valuation of such properties.

3.0 PROJECT DESCRIPTION

The LCBO is requesting Responses from qualified Real Estate Brokerage Firms to provide Real Estate Services to the LCBO. The LCBO’s intention is to award the contract for Real Estate Services to only one (1) Real Estate Brokerage Firm. The successful Respondent will be responsible for the disposition, leasing, appraising, and any additional Real Estate consulting services, as required by the LCBO, for LCBO properties in all four (4) LCBO geographical service regions (the “Regions”), as these Regions are established or revised by the LCBO from time to time.

3.1 Regions

LCBO properties (owned and leased) are grouped into four (4) Regions throughout the Province of Ontario, as per attached Appendix A – Regional Maps. Those properties consist of a network of approximately 650 retail locations, four (4) Retail Service Centers, and some vacant locations.

LCBO owned properties consist of approximately 250 retail locations, as per attached Appendix B – LCBO Owned Stores by Region, which will be the primary subject of the Real Estate Services required in this RFP.

The boundaries shown for the four (4) LCBO Regions are not intended to be precise, and may be revised by the LCBO from time to time, in its discretion to reflect the LCBO’s requirements for Real Estate Services.

3.2 Scope of Services

The successful Respondent must be able to provide to the LCBO the Real Estate Services outlined in this Section as required by the LCBO.

3.2.1 Real Estate Disposition

The LCBO's main intention is to sell properties listed in Attachment 4 – LCBO Owned Stores by Region. When the LCBO requires services for the disposition of property, the successful Respondent will:

- 3.2.1.1 Develop strategies for the sale of properties, including the potential purchase of adjacent property if required by the LCBO;
- 3.2.1.2 Lead negotiations with buyers on behalf of the LCBO;
- 3.2.1.3 Handle all other customary activities and services associated with real estate transactions, (i.e. documentation, correspondence to and/or from the buyers, lawyers, other clients, municipalities), as requested by the LCBO;
- 3.2.1.4 Secure binding Offer to Purchase;
- 3.2.1.5 Obtain two (2) independent appraisals of the market value of the property for the purpose of disposition in accordance with appraisal standards set by the Appraisal Institute of Canada, and obtain two (2) additional updates if necessary. LCBO Process Property Appraisals must be no more than six (6) months old at the time of submission for approval of the proposed sale to the LCBO's Board of Directors;
- 3.2.1.6 Accompany potential/interested buyers to all site visits , and liaise with LCBO Store Managers, District Managers as required for the purpose of obtaining property keys, and arranging access to the properties for potential showings;
- 3.2.1.7 Coordinate and handle closing transactions in collaboration with the LCBO Legal/Real Estate Department;
- 3.2.1.8 Provide LCBO Real Estate Department with negotiation details and reports regarding the progress of the sale of properties;
- 3.2.1.9 Co-ordinate and schedule negotiation meetings and the finalization of the disposition of properties;
- 3.2.1.10 Advertise and promote available properties using appropriate methods, (i.e. signage, internet, using virtual tours and other realtors listing venues) to provide maximum exposure within the Province of Ontario to attract and achieve maximum interest and offers to those properties that the LCBO intends to sell;
- 3.2.1.11 Handle in collaboration with LCBO Legal and Real Estate Department any zoning, building and by-laws issues;
- 3.2.1.12 Provide any Agreement of Purchase and Sale (“APS”) offer submissions from prospective buyers in a reporting format, showing a breakdown of price, conditions, and broker’s recommendation;
- 3.2.1.13 Provide a property status report of LCBO properties that are listed for sale with the successful Respondent on a quarterly basis with details of all upcoming sales, activities, frequency of inquiries, listings, showings, variables and details;
- 3.2.1.14 Provide expert guidance and methodologies for assessing the execution of the Project and ways in which to improve the execution of the Project (i.e. if a

property is on the market too long without any interest, what can be done to increase interest).

3.2.1.15 Demonstrate a clear understanding of the importance of making real estate decisions for public sector entities and how to conduct them in a manner that respects public accountability, as well as demonstrating value to the taxpayer; and

3.2.1.16 Provide other value-added services as required by the LCBO.

3.2.2. Property Appraisal Reports

Each appraisal report to be obtained by the successful Respondent for the LCBO shall be provided to the LCBO within four (4) weeks from the LCBO's issuing the request for the appraisal report.

Each appraisal report must contain the following:

3.2.2.1 Identify the property being appraised;

3.2.2.2 State the purpose and intended use of the appraisal;

3.2.2.3 Provide appraised value and current market value;

3.2.2.4 Description of property to include; location address, legal description, general description, date of construction, site area, site shape, site dimensions, building area including number of levels, parking details and accommodation;

3.2.2.5 Municipal information to include; Official plan designation, zoning, assessment roll, current value and property taxes;

3.2.2.6 Highest and best-use to include Site as vacant and site as improved;

3.2.2.7 Value indicators to include; Date of inspection, date of valuation, overall capitalization method, and final value estimated;

3.2.2.8 Report to include information in regards to property ownership and recent history;

3.2.2.9 State the effective date of the appraisal and the date of the report;

3.2.2.10 State the extent of the process of collecting, confirming, and reporting data;

3.2.2.11 Describe the information considered, the appraisal procedures followed, and the reasoning that supports the analyses, opinions, and conclusions;

3.2.2.12 Describe the appraiser's opinion of the highest value and best use of the real estate, when such an opinion is necessary and appropriate;

3.2.2.13 Explain and support any exclusion of any of the usual valuation approaches;

3.2.2.14 Describe any additional information that may be appropriate to show compliance with, or clearly identify and explain permitted departures from existing appraisal guidelines;

3.2.2.15 Provide recommendations and guidelines to establish best market valuation;

3.2.2.16 Provide detailed reports in Microsoft Office Suite software (Word, Excel) on any appraisal performed; and

3.2.2.17 Report must include photographs of the subject property; Exterior to include, aerial maps, North, South, East, West elevations, shipping and receiving, property boundary or limits, and Street view, Interior to include retail area, stock or storage area, kitchens, and any visible damages.

3.2.3 Lease of LCBO Owned Property

The LCBO will consider leasing an LCBO owned property, only if an LCBO owned property is deemed unsaleable, and/or the property has potential to generate high revenue from leasing the property.

If the LCBO decides to attempt to lease an LCBO owned property, the successful Respondent will be required to:

- 3.2.3.1 Develop strategies for the leasing of the property, including negotiations of the lease arrangements if required;
- 3.2.3.2 Secure binding offers to lease or leases with potential tenants on terms and conditions acceptable to the LCBO;
- 3.2.3.3 If required by the LCBO provide lease advisory services, including negotiation of the offer to lease or lease if required;
- 3.2.3.4 Perform background financial and credit checks on potential tenants, actively market the property for lease. Perform background checks on any potential tenant by acquiring the tenant's business plan, previous 2 years financial records and performing a credit check;
- 3.2.3.5 If required by the LCBO be the lead negotiator for the offer to lease or lease on behalf of the LCBO; Handle all other customary activities and services associated with real estate transactions, (i.e. documentation, correspondence to and or from the tenant, lawyers, other clients and LCBO);
- 3.2.3.6 Provide comparable rents of other national tenants within the market / trade area for renewals and/or new build outs.

3.2.4 Real Estate Consulting Services

The LCBO may require the successful Respondent to perform the following additional Real Estate Consulting Services on an "as required" basis for LCBO owned properties:

- 3.2.4.1 Provide LCBO with a market assessment for the market the property is located within;
- 3.2.4.2 Determine the highest and best use, which may include/recommend development proposals for any of the properties;
- 3.2.4.3 Determine the zoning for any of the properties;
- 3.2.4.4 Should the successful Respondent successfully lease a property, the successful Respondent may also be required to coordinate all related activity with the tenant including move in, arranging for any work to be done as part of deal, setting up, rental payments, etc;
- 3.2.4.5 Obtain and surveys. If no survey exists or is not available the successful Respondent must obtain a survey, if required by the LCBO, at LCBO's expense;
- 3.2.4.6 Provide a report for each property including analysis of the location, demographics and market; and
- 3.2.4.7 Perform Site selection analysis for short or long term LCBO Stores, including Lease negotiations, on a case-by-case basis, if required by the specific request of LCBO.

3.2.5 Independent Property Appraisals

- 3.2.5.1 For each LCBO owned property to be sold, if required by the LCBO, the successful Respondent will be required to obtain the following;
- 3.2.5.2 two (2) independent appraisal reports as follows:
 - 3.2.5.2.1 The appraisals reports must be in accordance with appraisal standards set by the Appraisal Institute of Canada; and
 - 3.2.5.2.2 The appraisal reports must be a Narrative Appraisal Report, which contain all of the data, reasoning and analysis upon which the appraiser's value conclusion is based.
- 3.2.5.3 If required, the LCBO Real Estate Department will email the successful Respondent the Real Estate Property Disposition Request Form, as per Attachment 3 – Real Estate Property Disposition at which time the successful Respondent will be required to obtain the two (2) independent appraisal reports.
- 3.2.5.4 The independent appraisal reports are required within four (4) weeks, of the LCBO request followed by two (2) hard copies accompanied by an electronic soft copy to be provided to the LCBO Real Estate department.

3.3 Requirements/Qualifications

- 3.3.1. The successful Respondent must be a licensed Real Estate brokerage firm in good standing with the Real Estate Council of Ontario ("RECO") and should have a minimum of ten (10) years' experience in providing Real Estate Services; and
- 3.3.2. The successful Respondent must be knowledgeable in the Ontario real estate market and have experience with small and large commercial and residential properties, and also have knowledge and experience in the sale leasing of owned properties as required for this RFP.

3.4 Scheduling of Deliverables

The successful Respondent shall provide the following deliverables by the following completion dates:

Deliverables	Completion Dates/Milestones
Two (2) Independent Property Appraisals	Within Four (4) weeks from receiving LCBO request.

3.5 Environmental Considerations

The LCBO as a public agency encourages appropriate environmental protection practices be supported by Respondents. The LCBO encourages Respondents to consider the following:

- 3.5.1. Take an active role in implementing environmentally sound business practices and in providing products that lessen the burden on the environment in their production, use and final disposition; and
- 3.5.2. The product or service should be made or offered in a way that improves energy efficiency, reduces hazardous by-products, uses recycled materials, is reusable or offers some other environmental advantage.

APPENDIX B – PROPOSAL SUBMISSION INFORMATION

1.1 Mandatory Requirements

1.1.1 Submission and Rectification Period

Other than inserting the information requested on the mandatory submission forms set out in the RFP, a respondent may not make any changes to any of the forms. Respondents submitting proposals that do not meet the mandatory requirements will be provided an opportunity within the Rectification Period to rectify any deficiencies.

1.1.2 Submission Form (Appendix C)

A proposal must include a Submission Form (Appendix C) completed and signed by an authorized representative of the respondent.

1.1.3 Rate Bid Form (Appendix D)

A respondent must include a Fee Schedule completed according to the instructions contained in the Appendix D – Rate Bid Form, as well as the following instructions:

1.1.3.1 rates shall be provided in Canadian funds, inclusive of all applicable duties and taxes except for Harmonized Sales Tax (HST), which should be itemized separately; and

except for pricing items that are specifically identified as being paid separately in Appendix D, rates quoted by the respondent shall be all-inclusive and shall include all labour and material costs, all travel and carriage costs, all insurance costs, all costs of delivery to the LCBO, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees or other charges required by law.

1.1.3.2 regardless of any other provision, the LCBO will not reimburse any expenses incurred for hospitality, meals, food or incidental expenses.

Respondents should submit the Fee Schedule in a separate sealed envelope.

1.1.4 Other Mandatory Submission Requirements (Delete information below if not applicable and insert – Not Applicable)

1.1.4.1 One (1) copy of the Respondents RECO license

1.2 Technical Criteria

1.2.1 Experience and Qualifications – Total Points = 55

Each respondent should provide the following in its proposal:

1.2.1.1 Company Background and Experience

1.2.1.1.1 Respondents should provide their company background, including qualifications, knowledge, expertise, client portfolio, and accreditation with government and professional organizations, of principals and staff undertaking the project(s) and those with responsibilities to sign the reports, number of full time employees and years of

experience. All employees assigned to work or assist on the Project (s) must be a fully licensed representative with RECO.

- 1.2.1.1.2 A copy of the Respondents RECO license must be submitted with their Response.
- 1.2.1.1.3 In addition, Respondents should include in their Response detailed information on the following;
 - 1.2.1.1.3.1 List of years in business, previous names of the firms, if any;
 - 1.2.1.1.3.2 Describe experience in assisting similar size entities, including any and all services for government agencies;
 - 1.2.1.1.3.3 Continuous quality assurance programs and the capability to successfully satisfy the LCBO requirements as outlined in this RFP.; and
 - 1.2.1.1.3.4 A listing of the team that can represent the interest of the LCBO in each of the regions referenced in Section 3. Please refer to Appendix A and B for the maps of the Regions, and location of LCBO owned stores.

1.2.2 Methodology – Total Points = 20

Respondents should identify the methodology that will be used to deliver the services outlined in this RFP, which includes, but not limited to, the work approach, the description of the activities involved in performing and delivering the services. Respondents may include samples of independent appraisal reports.

1.2.3 References – Total Points = 5

Respondent should include at least three (3) letters of reference, other than the LCBO, for whom the Respondent has provided similar types of work in the last five (5) years in Canada. It would be helpful if reference letters included the specific work performed, dates in which the project was completed and level of satisfaction by client.

1.3 Pricing – Total Points = 20

Respondents should review and complete the Rate Bid Form at Appendix D.

1.4 Rated Criteria Weighting

The following is an overview of the categories and weighting for the rated criteria of the RFP. Respondents who do not meet a minimum threshold score for a category will not proceed to the following Stage of the evaluation process.

Rated Criteria Category	Weighting (Points)
Stage I – Technical Criteria	
Experience & Qualifications of Staff	35
Company Background/Experience	20
Methodology	20
Letter of Reference	5
Stage II – Pricing	
Commission	15
Fees	5
Total Points	100

APPENDIX C - SUBMISSION FORM

1.1 Respondent Information

Please fill out the following form, and name one person to be the contact for the RFP response and for any clarifications or amendments that might be necessary.	
Full Legal Name of Respondent:	
Any Other Relevant Name under Which the Respondent Carries on Business:	
Street Address:	
City, Province/State:	
Postal Code:	
Phone Number:	
Fax Number:	
RFP Contact Person and Title:	
RFP Contact Phone:	
RFP Contact Facsimile:	
RFP Contact E-mail:	

2.1 Acknowledgment of Non-binding Procurement Process

The respondent acknowledges that the RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal legally binding bidding process, and that there will be no legal relationship or obligations created until the LCBO and the selected respondent have executed a written contract.

3.1 Ability to Provide Deliverables

The respondent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required under the RFP. The respondent represents and warrants its ability to provide the Deliverables required under the RFP in accordance with the requirements of the RFP for the rates set out in the Rate Bid Form. The respondent encloses herewith as part of the proposal the mandatory forms set out below:

FORM	INITIAL TO ACKNOWLEDGE
Appendix C - Submission Form	
Appendix D – Rated Bid Form	

Notice to respondents: There may be forms required in the RFP other than those set out above. See Appendix B of RFP for a complete listing of mandatory submission requirements.

4.1 Pricing Information

The respondent has submitted its rates in accordance with the instructions in the RFP and in the Rate Bid Form set out in Appendix D. The respondent confirms that the pricing information provided is accurate. The respondent acknowledges that any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

5.1 Addenda

The respondent is deemed to have read and accepted all addenda issued by the LCBO prior to the Deadline for Issuing Addenda. The onus remains on respondents to make any necessary amendments to their proposal based on the addenda. The respondent is requested to confirm that it has received all addenda by listing the addenda numbers or, if no addenda were issued, by writing the word “None” on the following line: _____ . Respondents who fail to complete this section will be deemed to have received all posted addenda.

6.1 Conflict of Interest

For the purposes of this section, the term “Conflict of Interest” means

(a) in relation to the RFP process, the respondent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having, or having access to, confidential information of the LCBO in the preparation of its proposal that is not available to other respondents, (ii) communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process), or (iii) engaging in conduct that compromises, or could be seen to compromise, the integrity of the RFP process; or

(b) in relation to the performance of its contractual obligations contemplated in the contract that is the subject of this procurement, the respondent’s other commitments, relationships or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement, or (ii) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

If the box below is left blank, the respondent will be deemed to declare that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.

Otherwise, if the statement below applies, check the box.

- The respondent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the respondent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

If the respondent declares an actual or potential Conflict of Interest by marking the box above, the respondent must set out below details of the actual or potential Conflict of Interest:

7.1 Disclosure of Information

The respondent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law (including, without limitation, the requirements of the Freedom of Information and Protection of Privacy Act, as amended from time to time) or if required by order of a court or tribunal. The respondent hereby consents to the disclosure, on a confidential basis, of this proposal by the LCBO to the LCBO's third party advisers retained for the purpose of evaluating, participating in the evaluation or negotiation relating to this proposal.

Signature of Respondent Representative

Name and Title

Date:

I have authority to bind the respondent.

APPENDIX D – RATED BID FORM

1. Fee Schedule

Respondents must submit a fee schedule identifying each of the listed items:

- 1.1 Provide a commission rate (%) for each property type listed below for both MLS listings and exclusive listings:
 - 1.1.1 Retail space;
 - 1.1.2 Office space;
 - 1.1.3 Retail Service Center;
 - 1.1.4 Parking Lots;
 - 1.1.5 Lands; and
 - 1.1.6 Mixed use.
- 1.2 Provide the commission percentage of the minimum rent for leasing transactions;
- 1.3 Provide appraisal fees for each independent appraisal, excluding H.S.T.; and
- 1.4 Provide fixed per hour fee the LCBO for the provision of Real Estate Consulting Services as per Section 3.2.4.
 - 1.4.1 Fee Schedule structure must be for the duration of the agreement, including additional optional terms;
 - 1.4.2 The LCBO will not accept any costs, and will not reimburse the successful Respondent for, any hospitality, food or incidental expenses, and travel; and
 - 1.4.3 All pricing must be in Canadian funds.

APPENDIX E – TERMS AND CONDITIONS

1.1 No Guarantee of Volume of Work or Exclusivity

The LCBO makes no representation or guarantee as to the value or volume of work to be assigned to the successful Respondent. The contract that will be executed with the successful Respondent will not be an exclusive contract for the supply of the services described in this RFP. The LCBO may contract with other Respondents for the same or similar services as those described in this RFP.

1.2 Materials and Copyright

All designs, drawings, sketches, graphic representations, specifications, computer generated designs, papers, data, reports, plans and other materials and documents created by the successful Respondent to carry out the services to be performed for the LCBO (the "Materials") will be the property of the LCBO and the successful Respondent shall not make any use of the same, except with prior written approval of the LCBO. The successful Respondent agrees that all right, title and interest in the Materials prepared for the LCBO will vest in the LCBO and that the LCBO will have the right to copy such Materials and to use them for any purpose. The successful Respondent shall deliver all Materials to the LCBO after completion of the projects or at termination of the contract unless otherwise specified.

1.3 Indemnity

The successful Respondent shall be responsible for all damages occasioned wholly or in part by any act or omission of the successful Respondent, its employees, agents or subcontractors. The successful Respondent will be required to indemnify the LCBO, its officers, directors, members, agents and employees, and save them harmless from and against any and all claims, demands, actions, causes of action, lawsuit, proceeding, damages, losses, costs, liabilities and expenses (including legal fees on a solicitor and client basis) which may be made against or incurred by the LCBO, in any way based upon, occasioned by or attributable to anything done or omitted to be done by the successful Respondent, its employees, agents or subcontractors in connection with the contract to be entered into by the LCBO and the successful Respondent.

1.4 Compliance with Laws, Regulations and Standards

The Respondent shall comply with all applicable federal, provincial, and municipal laws, regulations, codes, ordinances, policies, directives and orders, and carry on its business in compliance with the highest professional standards prevailing in its industry. The successful Respondent shall be responsible for providing services in a professional and competent manner by persons qualified and skilled in their occupations. If any of the services or deliverables provided are not in accordance with the requirements of the Agreement, the successful Respondent shall make the necessary corrections at its own expense.

1.5 Insurance

The successful Respondent shall carry such insurance as may be required by the LCBO, and shall furnish satisfactory proof thereof when required by the LCBO within ten (10) days from the date of request. The successful Respondent shall maintain at its sole cost and expense, the following insurance coverages with financially sound and reputable insurance companies licensed to operate in the Province of Ontario:

- 1.5.1 Commercial General Liability insurance in the amount of at least \$2,000,000.00 per occurrence that protects the successful Respondent and its employees and agents, from all claims, demands, actions, and causes of action that may be taken or made against the successful Respondent for any loss of or damage to property, personal and advertising injury or bodily injury including death, that may arise with respect to the operations of the successful Respondent. This policy must also include contractual liability, employers liability, non-owned automobile liability, completed operations coverage as well as severability of interests and cross liability clauses. This policy must be endorsed to add the LCBO as an additional insured with respect to liability arising from the operations of the successful

Respondent.

- 1.5.2 Automobile Liability insurance with limits of not less than \$1,000,000.00 per occurrence. This policy must provide coverage for bodily injury or property damage arising out of the ownership, use or operation of all owned and/or leased automobiles
- 1.5.3 Errors and Omissions Liability insurance with per occurrence limits of not less than \$5,000,000.00.
- 1.5.4 These policies must provide the LCBO with 30 days' notice of cancellation or material change and shall act as primary insurance and not excess to any other insurance available to LCBO. Certificate(s) of Insurance evidencing the insurance coverage required in 4.6.1, 4.6.2 and 4.6.3 above, must be submitted within ten (10) days of the contract award. The insuring company or authorized broker or agent must originally sign the Certificate(s). The insurance policies must be maintained in full force and effect at all times throughout the term of the contract.

1.6 Workplace Safety and Insurance

The successful Respondent shall submit a valid clearance certificate of Workplace Safety and Insurance Act (WSIA) coverage to the LCBO prior to the commencement date of the Agreement, if requested by the LCBO. In addition, the successful Respondent shall, from time to time at the request of the LCBO, provide additional WSIA clearance certificates. The successful Respondent shall pay when due, and ensure that each of its subcontractors/consultants pays when due, all amounts required to be paid by it and its subcontractors/consultants, from time to time during the term of the Agreement, under the WSIA, failing which the LCBO shall have the right, in addition to and not in substitution for any other right it may have pursuant to the Agreement or otherwise at law or in equity, to pay to the Workplace Safety and Insurance Board any amount due pursuant to the WSIA and unpaid by the successful Respondent or its subcontractors/consultants and to deduct such amount from any amount due and owing from time to time to the successful Respondent pursuant to the Agreement together with all costs incurred by the LCBO in connection therewith.

1.7 Payments to Respondents

The LCBO has adopted an electronic payment system for successful Respondents. The successful Respondent will be asked to provide banking information including its Bank Code, Transit Number and Account Number to ensure receipt of payment / remittance accurately and on time. The successful Respondent will also have the option of receiving payment details by email or EDI through its financial institution.

1.8 LCBO Confidential Information

The successful Respondent may have access to information and documents that the LCBO considers confidential, proprietary or sensitive ("**LCBO Confidential Information**"). The successful Respondent shall keep strictly confidential any LCBO Confidential Information that it obtains or creates in the course of performing its obligations under the Agreement. Both during and following the term of the Agreement, the successful Respondent must maintain the confidentiality and security of all LCBO Confidential Information. The successful Respondent shall not directly or indirectly disclose, destroy, exploit or use, either during or following the term of the Agreement, except to the extent necessary to perform the services under the Agreement or where required by law, any LCBO Confidential Information, without first obtaining the written consent of LCBO.

1.9 Assignment and Subcontracting

The successful Respondent agrees not to assign or subcontract ANY portion of its rights or obligations under this Agreement without the prior written consent of the LCBO. The Respondent shall designate in writing to the LCBO all subcontractors and shall not subsequently change such subcontractors without the LCBO's prior written approval. This Agreement shall be binding on the successors and permitted assigns of the Respondent.

1.10 Accessibility Standards for Customer Service

All employees or other representatives of the Supplier who provide goods or services to members of the public or other third parties on behalf of the LCBO will be required to complete on-line training provided by the Ontario Ministry of Community and Social Services on providing goods and services to persons with disabilities in accordance with the Accessibility Standards for Customer Service (Ontario Regulation 429/07). The Supplier will be required to provide the LCBO with written confirmation of such training no later than 30 days after the start of the Agreement. The Supplier is also required to ensure that all new employees or other representatives who provide goods or services on behalf of the LCBO have completed such training prior to commencing any work for the LCBO and to provide the LCBO with written confirmation of such training.

APPENDIX F – REFERENCE FORM

Each respondent is requested to provide three (3) references from clients who have obtained similar goods or services to those requested in the RFP from the respondent in the last **five (5) years in Canada**.

Reference 1

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Date Work Undertaken:	
Nature of Assignment:	

Reference 2

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Date Work Undertaken:	
Nature of Assignment:	

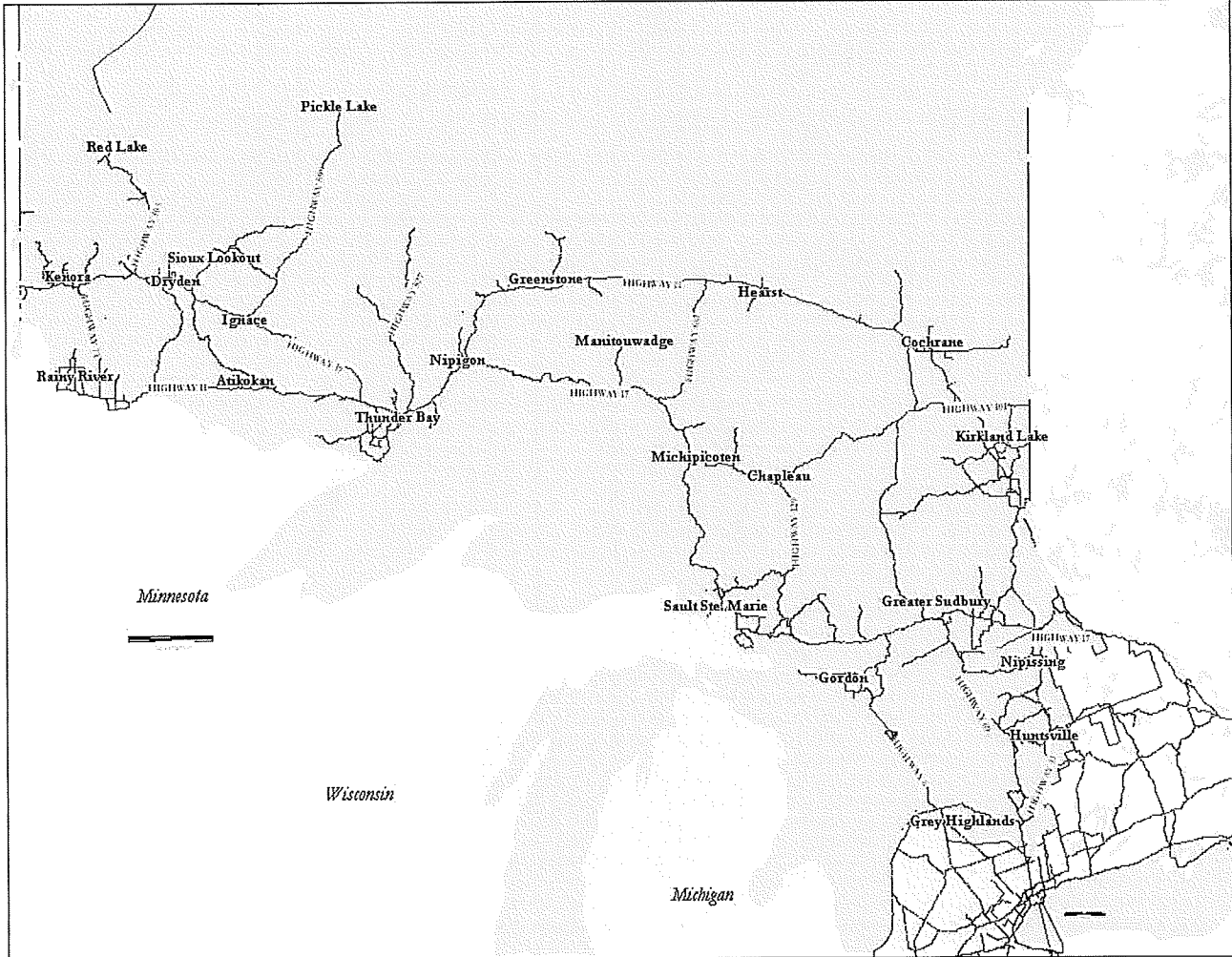
Reference 3

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Date Work Undertaken:	
Nature of Assignment:	

REQUEST FOR PROPOSAL
RFP 2016-009
REAL ESTATE SERVICES (VENDORS OF RECORD)

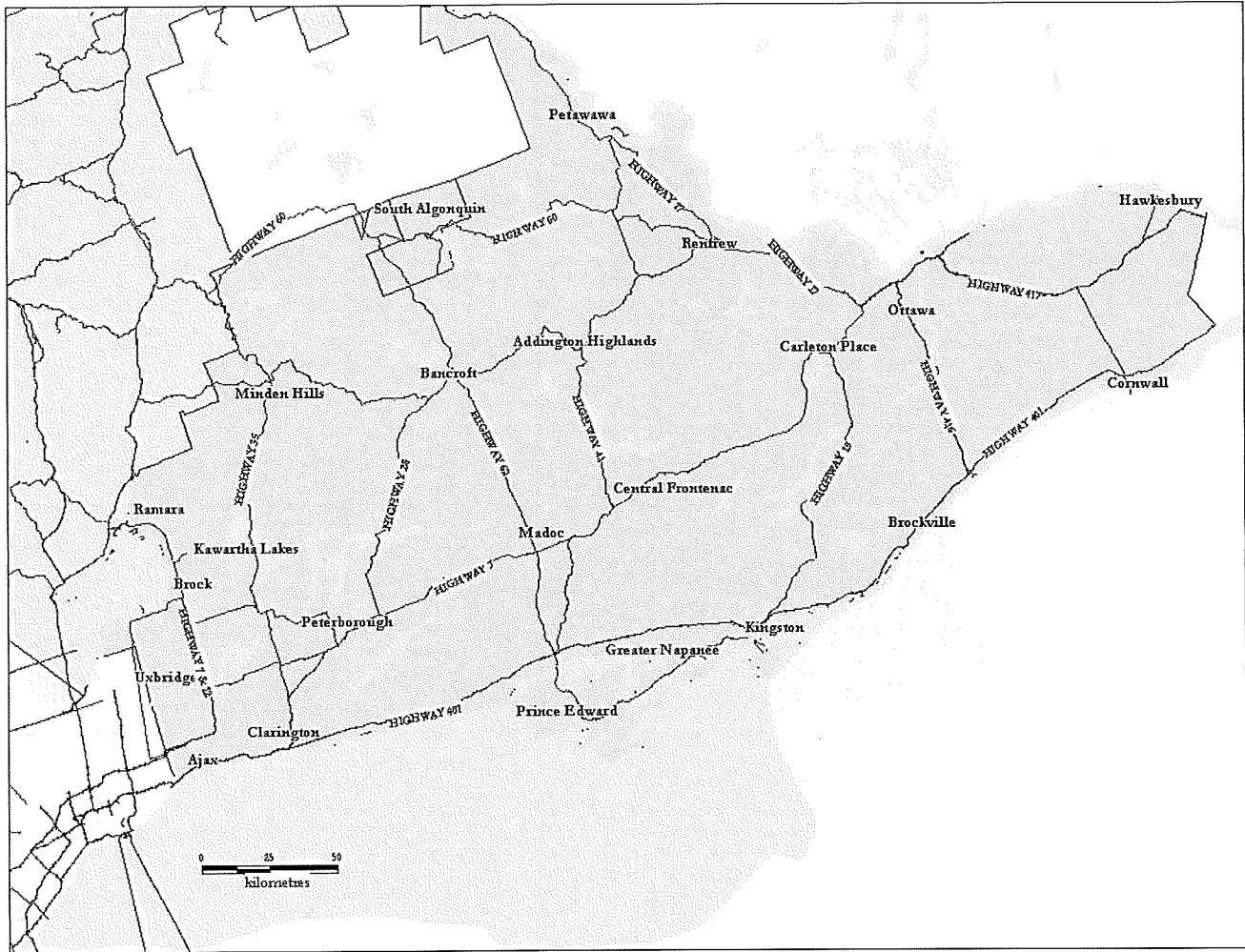
ATTACHMENT 1

NORTHERN REGION



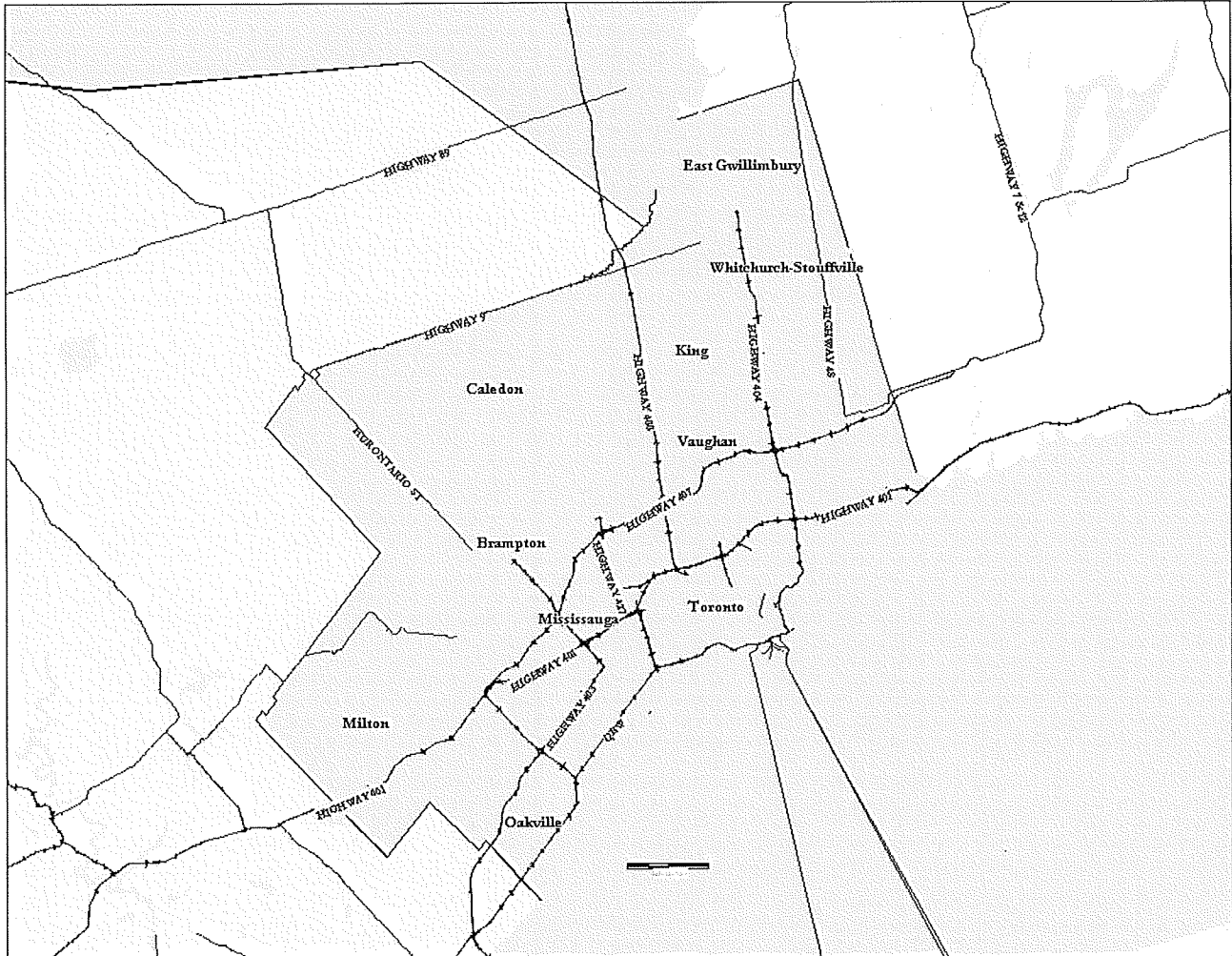
REQUEST FOR PROPOSAL
RFP 2016-009
REAL ESTATE SERVICES (VENDORS OF RECORD)

EASTERN REGION



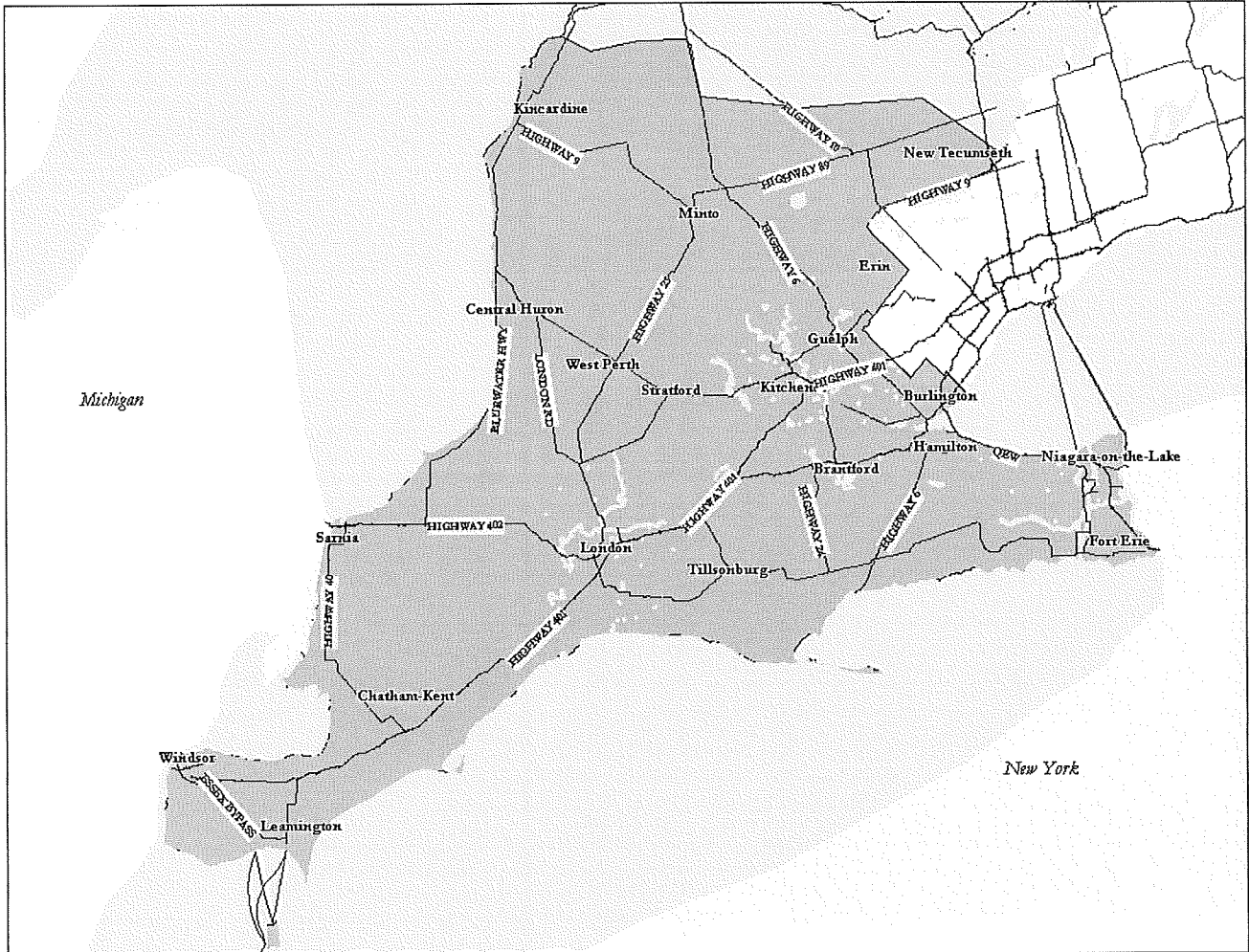
REQUEST FOR PROPOSAL
RFP 2016-009
REAL ESTATE SERVICES (VENDORS OF RECORD)

CENTRAL REGION



REQUEST FOR PROPOSAL
RFP 2016-009
REAL ESTATE SERVICES (VENDORS OF RECORD)

WESTERN REGION



REGION 1				
Store Number	Store Main Address	Store Address1	Store City	Region
29	415 Williams Street	415 Williams Street	Warton	1
54	186 Worthington St. W.	186 Worthington St. W.	North Bay	1
59	55 Mary Street	55 Mary Street	Barrie	1
66	137 Fourth St.	137 Fourth St. Box 1060	Cochrane	1
67	316 Broadway St.	316 Broadway St. Box 682	Haileybury	1
68	546 Park Street	546 Park Street	Kenora	1
69	210 Third Street East	210 Third Street East	Fort Frances	1
76	28 Silver Street	28 Silver Street	Cobalt	1
81	55 Front Street	55 Front Street	Sturgeon Falls	1
86	99 King St. N.	99 King St. N. Box 98	Dryden	1
87	44 Front Street	44 Front Street	Sioux Lookout	1
89	450 Valois Dr.	450 Valois Dr., Box 159	Mattawa	1
91	5 Summer Hayes Ave.	5 Summer Hayes Ave.Box 306	Kirkland Lake	1
92	65 Fourth Ave.	65 Fourth Ave. Box 160	Englehart	1
103	139 Barber St.	139 Barber St., Box 574	Espanola	1
104	163 Main Street	163 Main Street	Thessalon	1
108	30 Woodward Ave.	30 Woodward Ave. Box 1900	Blind River	1
114	318 Atwood Avenue	318 Atwood Avenue, P.O. Box 175	Rainy River	1
117	25 Lorne Street South	25 Lorne Street South	Chapleau	1
128	65 Bruce St.	65 Bruce St. Box 1300	South Porcupine	1
129	100 Main Street	100 Main Street, Box 310	Geraldton	1
155	100 N. Cumberland St.	100 N. Cumberland St.	Thunder Bay	1
159	Hwy.#11	Hwy.#11	South River	1
162	Highway #11	723 Highway #11, Box 69	Matheson	1
173	7 Simcoe Plaza	7 Simcoe Plaza	Terrace Bay	1
175	201 Mississauga St. E.	201 Mississauga St. E.	Orillia	1
189	Hwy. 11	Hwy. 11, Box 10	Smooth Rock Falls	1
194	10 Shaw Street	10 Shaw Street	Elmvale	1
219	Bala Rd. & Gordon St.	3132 Muskoka Road 169	Bala	1
220	64 Huron Walk	64 Huron Walk, Box 250	Manitouwadge	1
225	11 Charles Walk	11 Charles Walk	Elliot Lake	1
230	202 10th St.	202 10th St. Box 79	Keewatin	1
232	Hwy#520, Burks Falls	Hwy#520, Box 9, Burks Falls	Burk's Falls	1
235	601 Main Street	601 Main Street	Powassan	1
236	3468 Errington Av.	3468 Errington Avenue	Chelmsford	1
241	3 Wildflower Avenue	3 Wildflower Avenue, Box 117	Temagami	1
251	43 High Street	43 High Street	Mactier	1
256	Imperial Street	250 Imperial Street	Massey	1
258	Spragge&Queen Sts.	13 Spragge St, Box99	Manitowaning	1
280	1st and Elk Street	1st and Elk Street	Elk Lake	1
285	Highway 11	Highway 11,	Emo	1
290	Loring Road	14 Wilson Lake Crescent	Port Loring	1
291	Ignace Shopping Mall	300 Main Street, Box 360	Ignace	1
313	Mosley&Second St.	90 Mosley St. Box 42	Wasaga Beach	1
315	Hwy 17 & 105 Tower Road	Highway 17 & 105 Tower Road	Vermilion Bay	1
331	Nelson Street	31 Nelson Street, Box 1088	Meaford	1
332	Quebec St.	Quebec St., Box 120	Nakina	1
387	1711 Algonquin Avenue	1711 Algonquin Avenue	North Bay	1
403	Medora St.	115 Medora St., P.O.Box 70	Port Carling	1
409	Channel Street	17 Channel Street	Killarney	1
419	702 Main Street	702 Main Street, Box 489	Shelburne	1
421	9226 Taylor Street	9226 Taylor Street, Box 178	Bruce Mines	1

Store Number	Store Main Address	Store Address1	Store City	Region
424	35 First Street	35 First Street, Box 310	Moosonee	1
450	Hwy.#10	Box 400, Hwy.#10	Dundalk	1
473	3040 Hwy 17 North	3040 Hwy 17 North	Goulais River	1
480	Hudson	35 Second St, P.O. Box 10	Hudson	1
482	3238 Port Severn Road	3238 Port Severn Road, Box 176	Port Severn	1
487	James Street	1 James Street, Box 250	Iron Bridge	1
488	King Street	King Street, Box 99	St. Charles	1
493	125 Salls Street	125 Salls Street	Red Rock	1
506	4-10th Ave. S.	4-10th Ave. S., Box 307	Earlton	1
513	204 Beech Street	204 Beech Street, Box 819	Stayner	1
514	12 Bidy Street & Hwy. 520	12 Bidy Street & Hwy. 520, Box #22	Magnetawan	1
524	7260 Highway 535	7260 Highway 535	Hagar	1
537	43 Arthur Street	43 Arthur Street, Box 179	Thornbury	1
560	144 Albert Street	144 Albert Street	Victoria Harbour	1
565	4 Goderich	4 Goderich	Spanish	1
582	611 Main Street	611 Main Street, Box 25, R. R. #2	Sauble Beach	1
602	620 Arthur Street West	620 Arthur Street West	Thunder Bay	1
898-227-Vacated	436 Bay Street East	436 Bay Street East	Midland	1
955	615 Harold Cres. Stn F.	615 Harold Cres.StnF. Box 757	Thunder Bay	1

REGION 2				
Store Number	Store Main Address	Store Address1	Store City	Region
39	63 Albert Street	63 Albert Street	Cobourg	2
40	34 Barrack Street	400 King Street	Kingston	2
45	196 Sherbrooke Street	196 Sherbrooke Street	Peterborough	2
71	189 King Street East	189 King Street East	Gananoque	2
84	2 Lake Street	2 Lake Street	Picton	2
85	10 Williams Street	10 Williams Street	Arnprior	2
90	45 Richmond Street West	45 Richmond Street West	Oshawa	2
94	234 Bonnechere Street	234 Bonnechee Street	Eganville	2
96	78 George St.	78 George St., Box 278	Deseronto	2
99	757 Notre Dame Street	757 Notre Dame Street	Embrun	2
105	714 Addington Street East	714 Addington Street East	Tamworth	2
113	6 Dunn Street	6 Dunn Street	Barry's Bay	2
119	Merrickville	205 Elgin Street	Merrickville	2
121	Champlain St.	3926 Champlain St. PO Box 39	Bourget	2
123	16 Molan Street	16 Molan Street	Lancaster	2
127	Morrisburg Shopping Centre	15 Main Street	Morrisburg	2
135	219 Russell Street	219 Russell Street	Madoc	2
136	South Street	South Water Street, PO Box 208	Minden	2
140	230 Montreal Road	230 Montreal Road	Vanier City	2
142	18 Front Street West	18 Front Street West	Hastings	2
167	905 Princess Street	905 Princess Street	Kingston	2
174	16 Bridge Street East	16 Bridge Street East	Tweed	2
188	111 Gilbert Street East	111 Gilbert Street East	Whitby	2
222	37 King Street East	37 King Street East	Bobcaygeon	2
223	Highland Street	230 Highland Street, Box 479	Haliburton	2
224	336 Bay Street	336 Bay Street	Beaverton	2
231	30 Ottawa St.	30 Ottawa St., Box 239	Havelock	2
243	Bank Street Store	1980 Bank Street	Ottawa	2
247	11 Park Street	11 Park Street, Box 484	Brighton	2
254	Centre Street	4 Centre Street, Box 8	Millbrook	2
261	Nichols&Water Sts.	2 Nicholls Stree	Lakefield	2
262	Hwy.#2,	17 Plaza Drive	Iroquois	2
266	2 Renfrew Street	2 Renfrew Street	Petawawa	2
281	4 King Street	4 King Street	Omeme	2
301	124 Queen Street	124 Queen Street, Box 519	Almonte	2
303	150 Queen Street West	150 Queen Street West	Chesterville	2
305	13 Albert Street	13 Albert Street	Coboconk	2
306	27 Francis Street West	27 Francis Street West	Fenelon Falls	2
307	4094 County Road 121	4094 County Rd 121	Kinmount	2
308	2538 St. Isidore St.	2538 St. Isidore St., Box 8	St. Isidore/Pres	2
314	Queen & North St.	Queen & North St. Box 40	Killaloe	2
316	19 Main St. E.	19 Main St. E. Box 249	Athens	2
318	Burleigh Road	3 Burleigh St.	Apsley	2
319	Post Street	16 Hay Creek Rd	Whitney	2
349	Mill Street	23 Mill Street	Vankleek Hill	2
364	14 King Drive North	14 King Drive North	Frankford	2
375	240 Old Highway 17	240 Old Highway 17	Plantagenet	2
377	Highway #7 & 38	Highway #7 & 38	Sharbot Lake	2
380	Hwy. #2	9 Toronto Road, Box 640	Colborne	2
389	Bayou Plaza	1280 Bath Road	Kingston	2
410	Front St.	Front St., Box 94	Northbrook	2
414	125 North St.	125 North St., Box 250	Stirling	2

Store Number	Store Main Address	Store Address1	Store City	Region
423	992 Prince Street	992 Prince Street,	Lansdowne	2
435	Long Sault Shopping Centre	33 Long Sault Drive, P.O. Box 130	Long Sault	2
439	Colbourne St.	34 Colbourne St., Box 127	Portland	2
441	644 Principale Street	644 Principale Street, Box 305	Casselman	2
442	22 Truelove Street	22 Truelove Street	Cobden	2
460	39 Main Street	39 Main Street, P.O. Box 160	Delta	2
466	St. Philippe St.	602 St. Philippe St., Box 219	Alfred	2
468	Ward Street	861 Ward Street,	Bridgenorth	2
471	1002 Portage Road	1002 Portage Road	Kirkfield	2
472	44 Church Street	44 Church Street, Box 193	Warkworth	2
478	33004 Hwy 62	33004 Highway 62, P.O. Box 10	Maynooth	2
479	99 Clarence Street	99 Clarence Street, Box 220	Lanark	2
489	34 Beaver St.,N.	34 Beaver St.,N. Box 310	Newcastle	2
503	Hwy# 506	Hwy# 506, Gen'l Del.	Plevna	2
504	4246 Highway #7,	4246 Highway #7	Norwood	2
521	Manotick Mews	1154 Beaverwood Rd	Manotick	2
535	Hwy#620 at 8 Centre St.	Hwy#620 at 8 Centre St., Box 59	Coe Hill	2
561	1976 Lakehurst Rd.	1976 Lakehurst Rd.	Buckhorn	2
562	25 Cameron St. East	25 Cameron St. East Box 449	Cannington	2
578	578 Main St. W.	578 Main St. W. Box 180	Winchester	2
581	King Street South	King Street South	Brechin	2
594	5087 Rice Lake Drive N.	5087 Rice Lake Drive N.	Bewdley	2
596	17 Hastings Rd.	17 Hastings Rd., Box 190	Pefferlaw	2
898-037-Vacated	640 Bank Street	640 Bank Street	Ottawa	2
898-082-Vacated	35 Russell Street West	35 Russell Street West	Lindsay	2
898-105-Sublease	714 Addington Street East	714 Addington Street East	Tamworth	2
898-105-Sublease1	714 Addington St. East	714 Addington St. East	Tamworth	2
898-231-Sublease	30 Ottawa St.	30 Ottawa St., Box 239	Havelock	2
898-561-Sublease	1976 Lakehurst Rd.	1976 Lakehurst Rd.	Buckhorn	2
898-561-Sublease 2	1976 Lakehurst Rd.	1976 Lakehurst Rd.	Buckhorn	2
945	Bank Street Warehouse	1980 Bank Street	Ottawa	2
961	2000 Boundary Road	2000 Boundary Road	Whitby	2

REGION 3				
Store Number	Store Main Address	Store Address1	Store City	Region
3	1230 Dundas Street West	1230 Dundas Street West	Toronto	3
6	11 Brock Avenue	11 Brock Avenue	Toronto	3
9	879 Bloor Street West	879 Bloor Street West	Toronto	3
11	932 Gerrard Street East	932 Gerrard Street East	Toronto	3
13	1145 Danforth Avenue	1145 Danforth Avenue	Toronto	3
20	2762 Lake Shore Blvd. W.	2762 Lake Shore Blvd. W.	Etobicoke	3
163	3111 Danforth Avenue E.	3111 Danforth Avenue E.	Scarborough	3
182	200 Lakeshore Road E.	200 Lakeshore Road E.	Mississauga	3
183	27 George Street North	27 George Street North	Brampton	3
217	2 Cooper Street	2 Cooper Street	Toronto	3
242	510 Brimley Road	510 Brimley Road	Scarborough	3
248	10375 Yonge Street N.	10375 Yonge Street N.	Richmond Hill	3
255	14 Main Street East	14 Main Street East	Milton	3
295	3520 Dundas Street West	3520 Dundas Street West	York	3
297	256 Queen Street	256 Queen Street	Acton	3
311	14824 Yonge Street	14824 Yonge Street	Aurora	3
353	219 Main St.	219 Main St. Box 1230	Markham	3
418	41 Main St.	41 Main St. Box 370	Erin	3
426	1090 The Queensway	1090 The Queensway	Etobicoke	3
453	17365 Leslie St.	17365 Leslie St. Box 269	Newmarket	3
612	17240 Hwy. #27	17240 Hwy. #27, Box 36	Schomberg	3
898-248-Sublease	10375 Yonge Street N.	10375 Yonge Street N.	Richmond Hill	3

REGION 4				
Store Number	Store Main Address	Store Address1	Store City	Region
28	222 Broad Street East	222 Broad Street East	Dunnville	4
30	3 Victoria Street North	3 Victoria Street North	Walkerton	4
32	400 University Ave. W.	400 University Ave. W.	Windsor	4
47	189 King Street	189 King Street	St. Catharines	4
60	91 Wellington Street	91 Wellington Street	Stratford	4
61	Brad-Lea Plaza	210 Wellington St. W.	Chatham	4
73	1145 King Street	1145 King Street	Cambridge	4
88	25 Mechanic Street	25 Mechanic Street	Paris	4
101	25 Elm Street	25 Elm Street	Grimsby	4
107	Main Street West	440 Main Street West, PO Box 58	Palmerston	4
116	31 Church Street West	31 Church Street West	Elmira	4
124	20 Queen Street	20 Queen Street	Niagara-On-Lake	4
126	34 Queen Street South	34 Queen Street South	Tilbury	4
141	119 King Street West	119 King Street West	Harrow	4
143	233 Dundurn Street S.	233 Dundurn Street S.	Hamilton	4
160	1 Talbot Street West	1 Talbot Street West	Cayuga	4
161	188 Lindsley St.	188 Lindsley St.Box 638	Dresden	4
165	76 Mall Road	76 Mall Road	Hamilton	4
172	109 Louisa Street	109 Louisa Street	Theford	4
190	1595 Main Street East	1595 Main Street East	Hamilton	4
192	85 Wellington Street	85 Wellington Rd	London	4
206	79 Eugenie Street	79 Eugenie Street	Windsor	4
213	Mary Street	234 Mary Street	Dutton	4
238	117 Market Street East	117 Market Street East	Port Dover	4
239	30 Wellington Street	30 Wellington Street	Aylmer	4
240	Main St.	Main St. P.O. Box 188	Port Rowan	4
246	692 Lite Street	692 Lite Street	Point Edward	4
264	Main Street	196 Main Street	Lucan	4
268	309 Argyle Street South	309 Argyle Street South	Caledonia	4
271	Albert & Josephine Sts	16 Albert St	Wingham	4
273	Main Street N.	50 Main Street N., Box 658	Seaforth	4
274	11 Main St.	11 Main St.	Zurich	4
275	146 Main St. S.	146 Main St. S. Box 1510	Exeter	4
282	95 Maple Street	95 Maple Street	Clinton	4
289	115 Parkview Drive	115 Parkview Drive	St. Marys	4
293	151 Catharine St	151 Catharine St, Box 428	Arthur	4
294	Currie/McKellerSts.	228 Currie St., Box 336	Glencoe	4
296	69 Main Street South	69 Main Street, Box 389	Milverton	4
299	37 St. James Street	37 St. James Street	Waterford	4
302	King & Elgin Sts.	195 King St W, Box 518	Mount Forest	4
317	114 Garafraxa Street	114 Garafraxa Street,Box 346	Durham	4
328	538 Huron Street	538 Huron Street	Watford	4
330	325 Bridge St.	325 Bridge St. Box 329	Port Stanley	4
339	136 St. Andrew Street	136 St. Andrew Street	Mitchell	4
345	617 Victoria Street	617 Victoria Street	Kitchener	4
348	Catherine/Marlborough Sts	85 Catherine St	Blenheim	4
350	Furnival Road	243 Furnival Road, Box 98	Rodney	4
354	Waterloo St	366 Waterloo St., Box 340	New Hamburg	4
369	2 Queen/Arthur Sts.	2 Queen/Arthur Sts. Box 550	Harriston	4
370	1550 Front Road	1550 Front Road,	LaSalle	4
372	Hwy #3	676 Hwy #3, Box 338	Wheatley	4
413	Robinson St.	30 Robinson St., Box 160	Port Burwell	4

Store Number	Store Main Address	Store Address1	Store City	Region
429	29 Park Ave	29 Park Ave, Box 70	Burford	4
430	42 Main Street North	42 Main Street North	Hagersville	4
440	Willoughby St.	566 Willoughby St., Box 310	Lucknow	4
446	4315 Ontario Street	4315 Ontario St., Box 940	Beamsville	4
462	Village Plaza	249 St. Catharines St., (Hwy 20), P.C	Smithville	4
510	Queen Street	Queen Street, Box 69	Langton	4
527	4349 Hamilton Rd.	4349 Hamilton Rd.,Box 340	Dorchester	4
530	82 Hope Street	82 Hope Street, Box 488	Tavistock	4
541	575 Turnberry St.	575 Turnberry St., Box 279	Brussels	4
548	Caesar Road	210 Caesar Road, Box 190	Belmont	4
558	93 Main St. W. Box 640	93 Main St. W. Box 640	Norwich	4
567	99 Industrial oad	99 Industrial Road, Box 188	Thamesville	4
600	Hamilton Distribution Depot	174 Catharine Street N.	Hamilton	4
603	408 Lyndock Street	408 Lyndock Street, Box 936	Corunna	4
738	Head Office - 55 Lakeshore/43	Freeland	Toronto	4
898-074-Vacated	83 Sydenham Street	83 Sydenham Street	Simcoe	4
898-116-Sublease	31 Church Street West	31 Church Street West	Elmira	4
898-168	189 St. Paul St. West	189 St. Paul St. West	St. Catharines	4
898-276-Vacated	770 Main Street	770 Main Street, Box 818	Listowel	4
898-446-Sublease	4315 Ontario St.	4315 Ontario St.,Box 940	Lincoln	4
898-509-Vacated	31 Pelham Twn. Sq.	31 Pelham Twn. Sq., Box 799	Pelham	4
950	955 Wilton Grove	955 Wilton Grove	London	4

LCBO

ATTACHMENT 3

REAL ESTATE SERVICES – PROPERTY APPRAISALS – REQUEST FORM

Date:

Company Name:

Contact Person:

Sent via:

Dear:

We are requesting two (2) independent appraisal reports for the following (insert detail) LCBO property.

Your Services will be required for the follow location(s):

Description of Property (if available)

Assessment Roll Number:

Current Property Taxes:

Municipality:

Address:

Site Area:

Legal Description:

Approximate Age of Building:

Zoning, Surveys:

LCBO Contact Person(s):

Email / Telephone:

Regards,
Jennifer Guzzi, Real Estate Leasing Manger

LCBO

ATTACHMENT 4

REAL ESTATE SERVICES – PROPERTY DISPOSITION – REQUEST FORM

Date:

Company Name:

Contact Person:

Sent via:

Dear:

We are seeking to place the following (insert detail) LCBO property on the market for sale.

Your Services will be required for the follow location(s):

Description of Property (if available)

Store #, City:

Assessment Roll Number:

Municipality:

Address:

Site Area:

Legal Description:

List of Attachments Provided:

LCBO Contact Person(s):

Email / Telephone:

Regards,
Jennifer Guzzi, Real Estate Leasing Manger